

# OUTLOOK

A WEEKLY NEWSPAPER FOR FACULTY AND STAFF AT THE UNIVERSITY OF MARYLAND AT COLLEGE PARK

SEPTEMBER 8, 1992  
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## Campus Moves Quickly to Brace for New Round of Funding Cuts

The state's budget deficit, currently estimated at about \$500 million, suggests that the campus is likely to suffer additional severe reductions to its state appropriation.

The university has not yet received any specific information, but estimates for a potential rescission (at the time this story is written) range anywhere from \$6 million to as high as \$25 million.

(It should be emphasized that rumors abound and estimates change daily. Most rumors are likely to be inaccurate. President William E. Kirwan has promised to keep the campus community informed as better information becomes available.)

To prepare for the range of possibilities, Kirwan has appointed an ad hoc group, described in his letter to the campus and on page 2 of this issue of OUTLOOK. To aid the group, open forums, meetings with the Campus Senate, and other means of communications will be used to assure maximum campus input during the relatively brief time that the universi-

ty expects it will have to respond to any mandated cuts.

The immediate problem will be to deal with the cuts in the current (FY 1993) budget. As has happened during the last two years, the university's ability to address these cuts in the short range is severely constrained by existing commitments of this year's funds. This is the challenge facing the ad hoc committee. The longer range problem, how to reflect campus priorities in response to possible base-budget cuts for FY 1994 and beyond, will be addressed by a more considered process using the input from colleges and schools and from APAC, as was done last year.

### Options Available

What are the options available to the campus in the short run?

Obviously, the only two choices are to increase revenue or decrease expenses. The campus' state-supported revenue is shown in Figure 1. Reduced state appropriations can be partially balanced by increases in tuition, but in light of recent increases, additional significant increases are not very palatable and may actually result in decreased revenues if fewer students enroll. Alternatively, more students could be enrolled in the spring, but this would likely affect the quality of the university, especially in view of the limitations on course offerings brought about by the budget cuts.

Reductions in expenses are not terribly palatable either. Much of the budget is committed in salaries and

wages (73 percent of the budget—see Figure 2) and in scholarships and fellowships. Fuel and utilities expenses must be paid, debt service must continue, and leaking roofs or broken utilities must be repaired.

Other ways of looking at the budget (Figures 3 and 4) do not immediately reveal budget-cutting opportunities. In dealing with previous cuts, the campus' primary commitment to instruction and research has caused it to cut severely into plant operations (including facilities renewal) and institutional support. With Academic Affairs comprising almost 60 percent of the budget, the goal of protecting the quality of the institution poses a major challenge to the ad hoc group.

Among the most undesirable possibilities the ad hoc committee must consider is layoffs. Aside from the devastating effect this has on the individuals involved, it also is not a very fruitful way of raising money in FY 1993. Most of the salaries and wages are contractually obligated, and even where possible, because of notice time and accumulated leave, only a fraction of the annual salary could be realized from a layoff this year. (Of course, in the long run, pro-

*continued on page 2*

State Supported Budget  
Revenues  
(in millions of dollars)

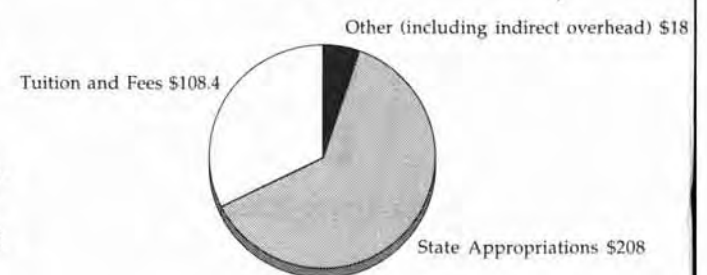


Figure 1

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## Pay Program Update

Last June 5, the Board of Regents unanimously approved key principles of the University of Maryland System Pay Program, known over the past two years as "The Mercer Study."

The Regents' action begins a process that will replace the current two disparate human resources management systems (the UM System and the State Universities and Colleges System) with a single modern, equitable, and effective system that will eventually re-align the compensation policies of the UM System institutions.

The key principles approved by the

Regents include the development of policies and procedures that will serve as the basis to implement the program. Included in the detailed policies and procedures will be the issues of "grandfathering" current employees, cost of living adjustments (COLA) and merit-based pay for job categories. These policies and procedures will be developed with the help of a System-wide staff advisory council (see companion story).

The Regents specifically directed that no action will be taken for Fiscal Year 1994 to change the way COLA

*continued on page 3*

### Funding Available to Host Scientists and Engineers

The National Research Council invites applications from American scientists and engineers who wish to host colleagues from the Newly Independent States for one academic year (up to nine months) to carry out joint research in U.S. universities and private research institutions. The Cooperation in Applied Science and Technology program is being funded by the U.S. Agency for International Development. Application deadlines are Sept. 14, 1992 and March 1, 1993. For more information, contact the Office for Central Europe and Eurasia at the National Research Council at (202) 334-3680.

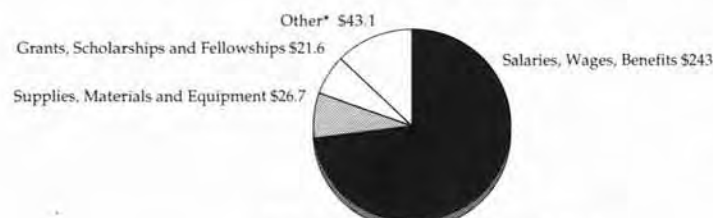
## Campus Braces for More Budget Cuts

*continued from page 1*

gram reduction does contribute to budget reduction. This is what led to the closing of academic programs last year.)

A certain amount can be realized by position reductions associated with normal attrition, although this tends

**State-Supported Budget  
Allocations by Major Object of Expenditure  
(in millions of dollars)**



\*Fuel and Utilities, Contractual Services, Debt Service, Facilities Renewal, etc.

Figure 2

to hit in an uncontrolled manner, not necessarily where it does the least harm.

Services can be reduced without personnel actions by reducing purchases, eliminating maintenance and repairs, turning the heat down, and taking other spartan actions that can

easily endanger the quality of the instructional and research programs, not to mention the health and safety of the community if these are carried too far. Further, such cost-cutting measures can yield only small savings compared to the potential rescissions. Also unpalatable would be additional furlough days.

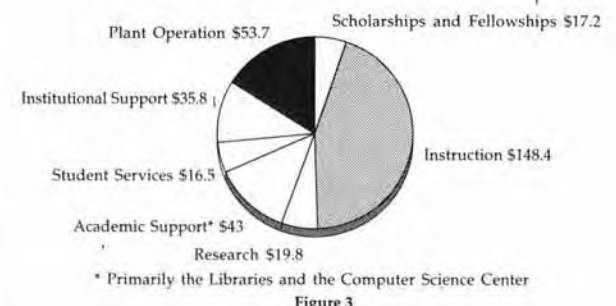
In short, none of the options available that are likely to achieve the cuts in the immediate future is particularly appealing. Yet if the campus is faced with cuts of substantial magnitude, choices will have to be made.

President Kirwan and the ad hoc committee will be seeking advice and suggestions from all members of the College Park community as they wrestle with this problem.

As difficult as these short-range decisions will be, they will buy time. The university will then be able to address its need to preserve quality and its academic priorities by using its normal procedures for long-range readjustments.

—Tom Otwell

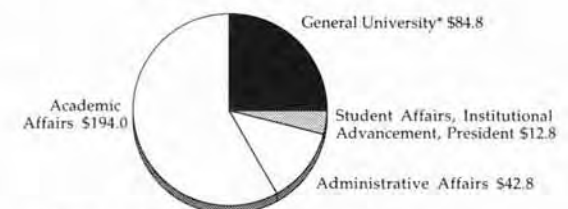
**State Supported Budget  
Allocations by Budget Program  
(in millions of dollars)**



\* Primarily the Libraries and the Computer Science Center

Figure 3

**State-Supported Budget  
Allocations by Organization  
(in millions of dollars)**



\*Includes fringe benefits (health insurance, tuition remission, etc.), facilities renewal, fuel and utilities, debt service, etc.

Figure 4

## Ad Hoc Budget Committee Named

As the specter of additional budget cuts to Maryland's public colleges and universities looms on the horizon, President William E. Kirwan has created an ad hoc budget committee of members of the campus community to provide him with a wide range of options should College Park be faced with further reductions in state funding support.

The 17-member committee is made up of administrators, faculty, staff and students. Its initial charge is to provide a rapid response to what could be severe cuts in the FY '93 budget.

The committee held its first meeting September 1 and will continue to meet on a regular basis over the next several weeks. Options developed by the committee will be shared with the university community which will have opportunity to respond to them through a series of campus-wide forums.

On September 14, Kirwan will meet with the Campus Senate to summarize the status of the committee's work, to present the most up-to-date budget information available, and to hear comments and suggestions from the campus community.

Should decisions about cuts to the 1993-94 base budget become necessary, they will be made using pro-

cesses already in place including direct input from campus units and recommendations from the Academic Planning Advisory Committee (APAC). "As in the past, such decisions will reflect campus priorities and our overriding commitment to preserve the quality of academic programs," Kirwan said.

Members of the ad hoc budget committee are: Ira Berlin, professor of history; Richard E. Bosley, director of administrative services, meteorology; Avis Cohen, associate professor of zoology; George E. Dieter, dean of engineering; Iretha Franklin, graduate student; Martin J. Gannon, professor of business; Irwin L. Goldstein, behavioral and social sciences dean; Jacob K. Goldhaber, acting vice president for academic affairs and provost, and Jennifer Kelly, undergraduate student.

Other members are: Robert W. Lisitz, campus senate chair-elect; Ellin K. Scholnick, professor of psychology; Linda Scovitch, executive administrative aide, student affairs; Lemma W. Senbet, professor of finance; Charles F. Sturtz, vice president for administrative affairs; Erytheia A. Wilkes, manager, personnel services, and Ellen D. Williams, professor of physics. President Kirwan will serve as committee chair.

## OUTLOOK

Outlook is the weekly faculty-staff newspaper serving the College Park campus community.

<b>Kathryn Costello</b>	Vice President for Institutional Advancement
<b>Tom Otwell</b>	Acting Editor
<b>John Fritz</b>	Staff Writer
<b>Lisa Gregory</b>	Staff Writer
<b>Fariss Samarrai</b>	Staff Writer
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<b>Kerstin Neteler</b>	Layout & Production
<b>Al Danegger</b>	Photography

Letters to the editor, story suggestions, campus information & calendar items are welcome. Please submit all material at least three weeks before the Monday of publication. Send it to Editor Outlook, 2101 Turner Building, through campus mail or to University of Maryland, College Park, MD 20742. Our telephone number is (301) 405-4621. Electronic mail address is outlook@pres.umd.edu. Fax number is (301) 314-9344.

UNIVERSITY OF MARYLAND AT COLLEGE PARK



## Campus Senate Agenda Set for First Meeting

The Campus Senate will hold its first meeting of the fall semester Monday, September 14 from 3:30 p.m. to 6:30 p.m. in Room 0126 of the Reckord Armory.

Special orders of the day include the election of UMCP representatives to the Council of University System Faculty and a report on the "State of the Campus" by President William E. Kirwan.

Other agenda items include election of the Senate chair-elect and the 1992-93 executive committee by written ballot distributed at the meeting, and reports from several Senate committees.

# NEWS

## Update on Pay Program

*continued from page 1*

funds have traditionally been provided to university employees in Group 1 (service and maintenance staff), Group 2 (support, technical and entry-level professional staff), and Group 3 (professional and administrative staff).

The Regents also directed that Chancellor Donald Langenberg "develop expeditiously a time schedule to resolve those issues associated with the division of salary increases allocated among COLA and merit funds."

The staff advisory council has been charged with recommending a mechanism for assuring employee participation in, and communication about, the development of the pay program. This will ensure that no change to the campus compensation program, including COLA or any other area, will be made without appropriate input from university employees.

In a June 22 letter to members of the

campus community, President William E. Kirwan wrote: "I support the principles approved by the Regents because, in the long run, I believe a plan built on these principles will make the University of Maryland at College Park more competitive with its peer institutions. Such a plan will allow us more flexibility in hiring and promotion, improve pay ranges for many of our employees and provide greater equity in job classification."

He said that the campus community will continue to receive frequent pay study progress reports. A series of open forums sponsored by the Office of Personnel Services will be held to allow College Park staff to share their ideas and concerns. The Personnel Advisory Council will be reconstituted to reflect the four new employee groupings created by the key principles, and the Campus Senate, through its Staff Affairs Committee, will remain an active participant in the study.

## Six Staff Named to Advisory Council

Six College Park staff members have been named to the new Council of University System Staff (CUSS) by President William E. Kirwan.

The 35-member council was created at the direction of a June 5 Board of Regents resolution. "The Chancellor shall establish a System-wide Staff Advisory Council whose initial task will be to recommend a mechanism for assuring employee participation in and communication about the development of the Pay Program."

The council will have two major initial tasks. First, and of highest priority, is taking part in the development of a new human resources management system for the UM System. The second task will be developing bylaws to govern the operation of the council.

The College Park representatives on the council are:

Cindy Hale, Department of Computer Science, 405-2771;  
William Armstrong, Procurement and Supply, 405-3372;  
Patricia Moreland, Counseling Center, 314-7677;  
Jordan Thomas, Animal Science, 405-1298;  
Martha Madarang, Computer Science Center, 405-3077; and  
James Rank, Department of Physical Plant, 405-2222

## UMCP Joins Nation's Largest Private Science Education Initiative

The university has been awarded \$1.3 million by the Howard Hughes Medical Institute (HHMI) to become part of the nation's largest privately-funded effort to keep American students competitive in science and mathematics.

College Park joins 181 other public and private colleges and universities in the \$175.5 million initiative funded by HHMI to support and revitalize undergraduate science education.

The award will be used to develop and implement upper-division laboratory courses in biochemistry, cell

biology, genetics, and neurophysiology and to emphasize hands-on experimentation and encourage student research at College Park.

Part of the five-year award will be used to acquire teaching equipment for laboratories and for summer and academic-year research experiences for students, including women and minorities who have been underrepresented in the sciences.

William Higgins, associate dean for the College of Life Sciences, is director of the HHMI project.

"The university already has spent

nearly one million dollars to revamp and upgrade its undergraduate biological sciences curricula," he said. "With this new award, College Park will have a biological sciences program that is one of the very best in the nation."

## Graduate Studies and Research Announces Funding Competitions

Graduate Studies and Research is sponsoring four internal funding competitions for tenured and tenure-track faculty members, including the Creative and Performing Arts (CAPA) Awards, Semester Research Awards, Research Support Awards, and Summer Research Awards.

The Creative and Performing Arts Awards are restricted to those faculty members who are engaged in creative and performing arts projects not funded from other sources during the summer. Stipends for Summer 1993 include \$5,400 for assistant professors and \$6,500 for associate and full professors, and will be granted to provide two months support for creative and performing arts projects.

There is also a one-month award

(\$2,700 for assistant professors and \$3,250 for associate and full professors).

The deadline for applicants is noon on Sept. 29.

The Semester Research Awards allow faculty to devote full time to a research project during one semester of the 1993-94 academic year. The General Research Board will provide funds to the recipient's department to help cover the cost of faculty replacements. The board will also supply \$500 to the recipient for incidental research expenses.

The deadline for applicants is Sept. 25.

The Summer Research Awards stipends for Summer 1993 of \$5,400 for assistant professors and \$6,500 for

associate and full professors for two months' support will be granted for full-time research. There is also a one-month award (\$2,700 for assistant professors and \$3,250 for associate and full professors).

The deadline for the Summer Research Awards is Oct. 2.

Research Support Awards are for research materials and minor equipment, for in-state travel and other expenses essential to research projects, up to a maximum of \$3,300. The deadline for applications is Sept. 25, 1992 and Feb. 18, 1993.

For more information on any of the awards, contact 405-4180.



**School-College Relations Committee Accepting Nominations**

At the 106th Annual Meeting of the Middle States Association in Baltimore this December the Committee on School-College Relations will recognize two or three Maryland-based educational partnerships. The programs to be honored must be ongoing, with a direct link between two or more institutions. The committee hopes to highlight partnerships that join two or more of the three education levels, including elementary, secondary and post-secondary, within the association. The deadline for nominations is Sept. 14. For more information, call Joan Rosenberg at 405-6828 or Missy Waters at 405-6825.

## American Center for Physics to be Headquartered in College Park

Ground breaking ceremonies were held July 29 at a site just south of campus for the new headquarters of the American Center for Physics (ACP).

The center is an umbrella organization for the American Institute of Physics, the American Physical Society, and the American Association of

University of Maryland at College Park. "With a physics department that is ranked among the nation's very best, the University of Maryland at College Park looks forward to a long and productive relationship with the most prestigious physical science organizations in the world."

During the ceremony, Kirwan

organizations have a fairly close affiliation with a number of important corporations. They keep the business world connected to the physics world. With these organizations in College Park, this could have important implications for our physics department's association with the best of both worlds."

Boyd adds that the close proximity of the American Center for Physics to the university also will lead to communication at a personal level with many top scientists from other institutions. "We will have much intervention with visiting scientists," he says. Some of the scientists who come to College Park with ACP will be given the opportunity to serve as adjunct faculty at the university, according to Boyd.

The American Center for Physics also will house the American Institute of Physics' Neils Bohr Library, one of the largest collections of materials on the history of physics in the world.

The university worked closely with the Prince George's County government, the county's Economic Development Corporation, members of the 21st Legislative District, the Greater Washington Board of Trade and the offices of Senator Barbara Mikulski and Congressman Steny Hoyer to bring this prestigious organization to the state.

Under a joint agreement with Colton & Laskin, developers of the Riverside Park site, the university, which owns approximately ten acres, plans to encourage other scientific, academic and professional organizations to locate their headquarters at the site.

—Tom Otwell



Physics Teachers, which is currently located in Berwyn Heights, three related national organizations dedicated to the advancement of the physical sciences.

The Riverside Park site is one of the largest undeveloped tracts in the Washington metropolitan area served by Metro rail—the College Park-University of Maryland station which is expected to open in 1993. It was selected after a nation-wide search that included some 40 sites from as far away as Texas.

A primary reason for locating the new center in College Park was "to establish a common and highly visible home for physics in the United States," and the chance to interact closely with a well respected university, said Kenneth W. Ford, executive director and chief executive officer of the AIP. "The university has an excellent physics department and campus library."

"We are extremely pleased that the American Center for Physics has selected College Park as the location for its new headquarters," said William E. Kirwan, president of the

announced the creation of the American Center for Physics/University of Maryland Fellowships in the Physical Sciences. The fellowships are designed to encourage outstanding students to pursue their graduate studies at College Park.

Kirwan noted that College Park is also the home of the new National Archives II, a \$205 million, 1.7-million square-foot, state-of-the-art project that will house more than half of the collection of the National Archives and Records Administration. Scheduled for completion next year, the facility, which is located on the north side of the College Park campus, will hold some of the nation's most valuable historical documents including the entire Department of State records as well as maps, charts, aerial photos and other documents from World War II and Vietnam.

Both facilities, Kirwan said, will mean that College Park will become a major center for scientists, historians, sociologists and public policy experts from this country and abroad.

Derek A. Boyd, chair of the Department of Physics here said: "These



## UM Downtown Baltimore Center Seeks Faculty, Staff

The University of Maryland System's Downtown Baltimore Center seeks faculty and staff who are interested in applying their discipline expertise to instruction and consultation with contracting organizations. Faculty affiliated with the center may be called on to conduct training sessions or consult on short-term projects when pertinent discipline-related needs arise. Send vita or resume to: Allison Liebman, Associate Director, Downtown Baltimore Center, 10 Hopkins Plaza, Baltimore, MD 21201 or call (410) 625-9212.

## ARTS

### Film Festival Celebrates Work of Novelist with Close Ties to University

James Cain (1892-1977), author of *The Postman Always Rings Twice*, *Mildred Pierce* and *Double Indemnity*, had deep roots in the university community: he lived the last 30 years of his life in University Park, taught creative writing at UMCP with English professors Jack Salamanca and Carl Bode, received a Distinguished Service Award from the university in 1963, and even based his last novel on a fictional UMCP professor.

To honor the centennial of the writer's birth in Annapolis, the English department will show the film versions of his three most renowned works on September 15-17 at 3:30 p.m. in room 1120 of the South Campus Surge Building.

Each day's film will be followed by commentary by a special guest. Roy Hoopes, Cain's biographer, will follow *Postman* on day one. Robert Kolker, an expert on the relationship between literature and film, will follow *Double Indemnity* on day two. And Paul Traver, director of the Maryland Chorus, will discuss the influence of music on Cain's work after *Mildred Pierce* on the final day.

Eugene Hammond, acting chair of the English Department, says Cain

was an important figure to the university and the state as well as to the American crime novel.

"Cain's books came out before Raymond Chandler's and Dashiell Hammett's and set the tone for the American film noir," says Hammond. "He wrote with great wit, insight, and economy of expression."

Cain grew up in Annapolis, Chestertown, and Baltimore, and made his living in the '20s and early '30s as a reporter and editor with Walter Lippmann and H. L. Menck-en, with whom he remained life-long friends. In the early '30s, he moved to Hollywood to be a scriptwriter, but with little success. He did, however, start his career as a novelist there, with nine of his works ultimately being made into films.

In 1947, he moved to University Park to do research at the Library of Congress for a historical novel, but he never returned to Hollywood.

Cain was friends with many university faculty, including Bode, Salamanca and Traver.

"Cain had a very good musical understanding and worked it into many of his books," says Traver, who spoke at a Cain symposium in Texas

last fall.

Cain's last novel, *The Institute*, features UMCP English professor Lloyd Palmer, who stumbles about in political and corporate Washington, D.C. in search of funding for his institute of biography.

While the book isn't considered one of Cain's best, his portrayal of College Park is sometimes amusing. Early in the narrative, Professor Palmer tells the wife of a potential donor that his father "was a politician and a real estate man. In Prince Georges County they're practically the same thing."

In 1971 when he was 79, Cain taught a summer creative writing workshop with Bode and Salamanca. "He was a good writer and always had a practical approach," says Bode. Salamanca concurs and says the students "liked hearing his stories about Hollywood."

—John Fritz



l-r are Salamanca, Cain, and Bode during their creative writing workshop in June 1971.

### First Prize Escapes Kapell Competitors

A \$20,000 first prize escaped contestants in the twenty-first edition of the International William Kapell Piano Competition, held July 9-18 at College Park.

Following the competition's final round in the John F. Kennedy Center for the Performing Arts, the seven-member panel of distinguished jurors elected to forego awarding a first prize, and instead awarded two second prizes. Receiving the \$10,000 second prizes were Anthony Hewitt of

Great Britain and Daniel Shapiro of the United States. Hie-Yon Choi of Korea received the \$5,000 third prize.

In addition, nine semi-finalist prizes of \$1,000 each were awarded, as well as a \$1,000 special prize presented to the youngest semi-finalist not selected for the finals.

The event is sponsored and organized by the Maryland Summer Institute for the Creative and Performing Arts (MSICPA), the performing arts division of Summer and Special Pro-

grams. The piano competition, named to honor the late American pianist William Kapell, is a biennial event, alternating in intervening years with the Leonard Rose Cello Competition, which will be held in 1993, and the Marian Anderson Vocal Arts Competition, which took place for the first time in 1991. The next edition of the Kapell Competition will be held in 1994.

### Hudson Travels to Egypt as Ambassador of Music

William Hudson, professor of music and music director of the Fairfax Symphony Orchestra, spent nine days in Egypt this summer as an ambassador of music. He was invited by the Egyptian Ministry of Culture and was a guest of the Egyptian government. As such, he was introduced to some of the major antiquities of Egypt, as well as exotic sights in Cairo.

As part of his duties Hudson conducted the Cairo Symphony in a major orchestral program featuring cellist El Hanbouly in the demanding *Sinfonie Concertante* for Cello and

Orchestra by Prokofiev. The program also included Brahms' Academic Festival Overture and Beethoven's 7th Symphony.

To become more acquainted with Cairo's emerging role in the international music world, Hudson met with Mustafa Nagui, head of the new Cairo Opera House and former student of Rostropovich. He was treated to a tour of the new hall, a viewing of the Cairo opera and ballet in rehearsal, and a review of the string program for advanced students.

Over the past twenty years, Hudson has developed programs for young

people that broaden their knowledge and enjoyment of music.

This visit was planned as the first of a series that would include Hudson returning to conduct, give masterclasses at the Conservatory and host a Worldnet program for the American Cultural Institute in Cairo.



William Hudson poses with the Sphinx during his visit to Cairo as ambassador of music



### Career Fair Set

The Career Development Center is sponsoring a Career Fair, Tuesday, September 22 from 10 a.m. to noon, and 1 p.m. to 3 p.m. in the Grand Ballroom of the Stamp Student Union. Students in all majors are welcome and are encouraged to speak with recruiters from national organizations and government agencies about various career opportunities within their organizations. Registration is required. A list of participating organizations will be available in the Career Development Center, 3rd floor, Hornbake Library, South Wing. For more information, call 314-7228.

## Resignations by University Presidents Not a Sign of Leadership Crisis

Despite public concerns about recent resignations of college presidents across the nation, the academic community is not experiencing a leadership crisis, says Robert Birnbaum, a professor in the Department of Education Policy, Planning and Administration in the College of Education.

"Recent concerns that presidential resignations weaken higher education are misplaced," says Birnbaum, who has just completed a five-year study of academic leadership. "Presidential resignations and replacements help institutions remain exciting and creative places. On the average, more harm is done to higher education by presidential terms that are too long, than by terms that are too short."

In fact, says Birnbaum, whose study is the basis for his new book *How Academic Leadership Works: Understanding Success and Failure in the College Presidency*, most presidents provide the greatest benefits to their institutions at two times in their terms—when they arrive and when they leave.

According to Birnbaum, most presidents have strong faculty support when they take over, but only 25 percent are supported at the time they depart.

"A change in the presidency keeps a campus alive, provides hope and enthusiasm, and sets the tone for renewal and a new beginning," says Birnbaum.

Most new presidents, says Birnbaum, go through a "honeymoon" period in which they enjoy high support.

"They are very visible on campus, ask questions, and listen carefully to others to learn about their institutions and their positions," he says. "But things can change dramatically when the honeymoon ends."

After the honeymoon, says Birnbaum, about 25 percent of the presidents in his study failed, half found their effectiveness diminished over

time, and 25 percent were exemplary leaders who remained effective throughout their presidency and helped renew their institutions.

Presidents commonly failed, says Birnbaum, because they were authoritarian or because they over-reacted to a perceived crisis. And because these failed presidents took some dramatic actions without the consultation that faculty expected, they lost the constituent support on which presidential influence depends, he says.

"They were so convinced they were right," says Birnbaum, "that they continued to believe that they were very successful even though their faculty leaders, administrative colleagues, and trustee members privately agreed their presidency was a disaster. The biggest problem of failed presidents was that while they talked a lot, they were unable to listen."

Half the presidents did not fail, he says, but their effectiveness diminished over time as they became more certain of their own judgments and listened less to the faculty.

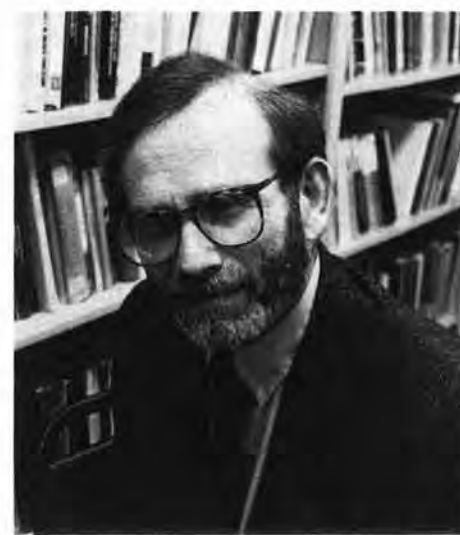
"The reason they became less effective was that they stopped doing what had made them successful in the first place," he says.

According to Birnbaum's study, a quarter of the presidents turned out to be exemplary leaders, maintaining their enthusiasm, institutional commitment, and desire to interact with faculty even as they gained experience in office.

"These presidents were seen as both competent and sensitive to the social and political dynamics of their institutions and continued to respond to faculty and were open to faculty influence," says Birnbaum.

These presidents, says Birnbaum, were supported even when they rejected faculty advice because they consulted and explained their reasons.

"Effective presidents don't necessarily do what faculty want," he says,



Robert Birnbaum

"but they always treat faculty with respect."

Exemplary leaders saw their institutions prosper, change and become renewed during their terms, he says.

"The study indicates that the common beliefs that to be effective presidents must be transformational, visionary, charismatic, distant, or have specific traits are just myths—exercises in rhetoric rather than responsible proposals for leadership," says Birnbaum.

Instead, he says, the best presidents have strong values and respect for their campus colleagues, and they encourage leadership from others on campus.

"Suggestion that college presidents should give orders and tell others what to do or that they should run their colleges 'like a business' are recipes for disaster," he says.

While presidential leadership makes a difference at some institutions, "the performance of higher education may in general be less dependent on what presidents do than we care to believe," says Birnbaum. "Because of leadership by faculty and others an institution can improve even as its president fails. Even without presidents, leadership happens in higher education."

—Lisa Gregory

## Sagdeev Lectures on Nuclear Nonproliferation

Roald Z. Sagdeev, distinguished professor of physics, and former advisor to past Soviet President Mikhail Gorbachev, lectured to campus faculty members on the elimination of nuclear weapons late last spring in a program sponsored by the Laboratory for Plasma Research's study circle on Science, Technology

and the Quest for Peace.

In an effort to bring an end to the building of nuclear weaponry in the Commonwealth of Independent States, Sagdeev suggested that nuclear warheads be minimized, phased out or recycled. He also stated that emotional, political and technical considerations would have to be

made before nuclear nonproliferation could take place.

Sagdeev directs the East-West Space Science Center which promotes scientific exchange between the university, the former Soviet Union and Eastern Europe.



## Fulbright Academic Administrator Awards Deadline Set

The 1993-94 Fulbright Academic Administrator Awards offers three programs for university administrators: (1) a four-week U.S.-German International Education Administrators Program in Germany; (2) a U.S.-Japan International Education Administrators Program held for four weeks in Japan and one week in Korea; and (3) the U.S.-U.K. College and University Academic Administrators Awards for independent short-term professional projects open to applicants in a variety of administrative areas. Application deadline is November 1, 1992. For details contact the Council for International Exchange of Scholars at (202) 686-7878.

F.Y.I.

## ACCESS Secures Course Availability and Admiration of Peers

When public universities find their budgets cut, one of the first casualties is course offerings to students. But thanks to some foresight a few years ago, College Park students have been spared drastic reductions in courses.

In 1989, before Maryland's budget difficulties emerged, the university was preparing for its state-mandated, five-year, \$100 million enhancement plan. Realizing that smaller classes and the expected increase of academically talented students might tax the university's ability to meet these enhancement goals, administrators set about a plan to overhaul how courses are offered.

According to Bill Spann, director of Records and Registrations, "we knew we might have 3600 incoming freshmen, 2600 of whom needed Speech 107, but we might only have 200 seats available. We just couldn't continue to operate like that with a clientele that expected more from us," he says.

Working with the Dean for Undergraduate Studies, Spann formed the Advisory Committee on Course Enrollment Statistics and Strategies (ACCESS). One of the group's first jobs was to ease the transition between the old "University Studies Program" and the new CORE general education requirements that replaced it in the fall of 1990.

By knowing in advance the number of incoming freshmen and what their

prospective majors were, as well as the number and majors of returning students, ACCESS was able to shape course availability around student demand and the university enjoyed a relatively seamless transition.

Spann says factors that used to influence the university's course offerings included a department's or college's commitments to its own majors, whether or not a teacher was available to teach a course and/or wanted to teach it. But until 1989, there was no university-wide oversight of what courses needed to be taught based on the needs and degree requirements of students.

When the budget cuts did hit, however, the ACCESS committee's existing structure for monitoring and predicting course offerings helped administrators know which courses could be cut based on student use. Eventually, only 10,000 out of 140,000 available seats were cut, many of which were in traditionally offered courses, but lightly used by students. True, some students could no longer have their first class at 10 a.m.—and were very vocal about it—but both Spann and Kathryn Mohrman, dean for Undergraduate Studies, say that there was a course for every CORE requirement for every student these past two years.

According to Spann, Mohrman and others, College Park's ACCESS

efforts are being seriously looked at by other public universities. In 1991, Debra Stuart and the late Marilyn Brown gave a presentation about ACCESS at the Association for Institutional Research Forum in San Francisco.

At the Alliance for Undergraduate Education meeting in Washington, D.C. in January 1992, representatives from other institutions (among them Michigan, Penn State, UCLA and Wisconsin) were very impressed with what College Park is doing and asked to come to campus to learn more about it.

At a meeting of the Washington Consortium of University Registrars this summer, Gardnel Dyson, a member of ACCESS, received numerous questions about the program.

The current system will be enhanced through a new computer program, ARTSYS, that has been programmed with all degree requirements, so college or department proposals to cut or add classes can also be predicted for the effect they will have on the whole campus.

According to Spann, everyone on the ACCESS committee says that the new approach has not only improved course availability, but "has also led to improved communication between admissions, registration, colleges and departments."

## Faculty Members Receive Outstanding Service to the Schools Award



The Commission of School/University Collaborative Programs recently honored several faculty members with the first annual Outstanding Service to the Schools Award. Recipients included Richard McCuen, professor in Civil Engineering, Jonathan Wilkenfeld, professor and chairperson in Government and Politics, Andrew Egel, professor in Special Education, Rochelle Clemson, director of the Office of Laboratory Experiences in the College of Education, and Neil Davidson, associate professor in Curriculum and Instruction. Pictured from left to right are President William E. Kirwan, McCuen, Wilkenfeld, Egel, Clemson, Muriel Sloan, assistant vice president for Academic Affairs, and Davidson.



# CALENDAR

## Campus Club to Host Newcomers Reception and Tea

The annual Newcomers Reception and Welcome Back Tea, hosted by the Campus Club, the university's faculty wives and women faculty and staff organization, will be held at the home of President and Mrs. William E. Kirwan, Sunday, September 20 from 2 to 4 p.m. The club holds luncheons, art talks, tours and informative meetings during the academic year and sponsors book discussions, bridge, gourmet demonstrations, and other special interest activities. Annual membership dues are \$10. Members also contribute to the Francis Scott Key Scholarship Fund. For more details, call Caroline Hummel at 445-0020.

## September 8-16

### 8 TUESDAY

**Campus Recreation**, swimming pools open, entries open for golf, cross-country and tennis singles. Call 4-7218 for info.

**College Work-Study Job Fair**, sponsored by the Job Referral service and United Parcel Service, for work-study students, 10 a.m.-2 p.m., McKeldin Mall. Call 4-8324 for info.

**UM Field Hockey vs. American U.**, 7 p.m., Astroturf Field. Call 4-7070 for info.

**"Celebrate Learning" Lecture**, 7-8:30 p.m., 1240 Zoo/Psych. Call 4-8418 for info.

### 9 WEDNESDAY

**Part-Time Employer Job Fair**, sponsored by the Job Referral service and United Parcel Service, for all students, 10 a.m.-2 p.m., McKeldin Mall. Call 4-8324 for info.

**Systems Research Seminar**: "Asymptotic Analysis of Nonlinear Risk-Sensitive Control," Matthew R. James, Australian National University, 2 p.m., 2168 A.V. Williams. Call 5-6634 for info.

**Men's Soccer vs. Old Dominion**, 3 p.m., Denton Field. Call 4-7070 for info.

**Astronomy Colloquium**: "Round, Firm, and Fully Packed: A Report from the Santa Cruz Summer Workshop on Globular Clusters," Virginia Trimble, Astronomy, 4 p.m., 1113 Computer/Space Sciences. Call 5-3001 for info.

### 10 THURSDAY

**Meteorology Seminar**: "The Spectral Radiation Experiment: Overview and Preliminary Results," Robert Ellingson, Meteorology, 3:30 p.m., 2114 Computer/Space Sciences. Coffee served at 3 p.m. Call 5-5392 for info.

**Campus Recreation**, join/form a team meeting, soccer and flag football, 5 p.m., 0131 Armory. Call 4-7812 for info.

**Archaeology Lecture**: "Capturing the Past: The Archaeological Search for Earlier People," John Seidel, Anthropology, 6 p.m., Smithsonian Ripley Center Lecture Hall, Washington D.C. Call (202) 357-3200 for info.

### 11 FRIDAY

**Speech Communication Colloquium**: "The Other Election: Public Decision Making as Organized in Corporations," Stanley Deetz, Rutgers University, noon, 0104 Skinner. Call 5-6524 for info.

**UM Field Hockey vs. Virginia**, 4 p.m., Astroturf Field. Call 4-7070 for info.

**Unity Picnic**, sponsored by the Office of Minority Student Education, 4-8 p.m., Denton Beach. Call 5-5615 for info.

### 12 SATURDAY

**Creative Dance Lab** begins its fall session for children and teens. Call 5-7039 for info.\*

**Women's Soccer vs. Cincinnati**, noon, Denton Field. Call 4-7070 for info.

**UM Football vs. N.C. State**, noon, Byrd Stadium. Call 4-7070 for info.\*

### 13 SUNDAY

**Women's Soccer vs. Davidson**, 1 p.m., Denton Field. Call 4-7070 for info.

## Fall Meeting Schedule for Campus Senate Set

The Campus Senate will hold its first meeting of the Fall semester Monday, September 14. Future meetings are scheduled for Monday, October 12, Thursday, November 12, and Thursday, December 10. All Senate meetings are from 3:30 p.m. to 6:30 p.m. and are held in Room 0126 of the Reckord Armory.

### 14 MONDAY

**Campus Recreation Services**, water aerobics start today, and Armory is open for the Fall. Call 4-7218 for info.

### 15 TUESDAY

**James Cain Film Festival**, "The Postman Always Rings Twice," 3:30 p.m., 1120 South Campus Surge Bldg. Call 5-3809 for info.

**Campus Recreation Services**, aerobics class, 5 p.m., Armory gym. Call 4-7218 for info.

**Theatre Department Open House**, information about the theatre department and productions, discussion and skits, 7 p.m. Tawes Theatre. Call 5-2201 for info.

### 16 WEDNESDAY

**Men's Soccer vs. American U.** 3 p.m., Denton Field. Call 4-7070 for info.

**James Cain Film Festival**, "Double Indemnity," 3:30 p.m., 1120 South Campus Surge Bldg. Call 5-3809 for info.

**Astronomy Colloquium**: "A Child's Garden of Asteroids," Lucy-Ann McFadden, Astronomy, 4 p.m., 1113 Computer/Space Sciences. Call 5-3001 for info.

\*Admission charged for this event. All others are free.



## Stephen A. Darrou 1955-1992

Readers of OUTLOOK and its precursor, *Precis*, will be saddened to learn of the death August 14 of Stephen A. Darrou.

Steve, who worked in the Office of Creative Services for the last ten years, was a talented artist and graphic designer. His trademark pointillist-style illustrations appeared regularly in OUTLOOK and *Precis* as well as in numerous other university publications including the twice-yearly commencement program. His many contributions to the campus community will be missed.

